

TOWN OF LANDIS

Public Safety Department

STRATEGIC PLAN

FISCAL YEAR 2021 - FISCAL YEAR 2026

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The purpose of this five-year Strategic Plan is to set the overall goals for the Town of Landis' Public Safety Department and develop a plan to achieve them. It involves stepping back from our day-to-day operations and asking where our Public Safety Department is headed and what its priorities should be moving forward.



Public Safety Department Strategic Plan Fiscal Year 2021 through Fiscal Year 2026

VISION

It is the vision and goal of the Town of Landis Public Safety Department to provide the highest level of service and protection to our citizens. We will accomplish this goal by providing our staff with the tools and knowledge to meet and exceed all present and future needs of law enforcement and fire protection services. We will work in collaboration with our community to proactively address identified areas of needed improvement, build trust-based relationships, and continually strive to provide the level of service and safety deserved by the community we serve.

MISSION

Our mission, in partnership with our community, is to protect and enhance the quality of life for our residents and visitors, by providing professional law enforcement and fire protection services.

MOTTO

“Working for a safer tomorrow”

GUIDING PRINCIPLES

L - E - A - D - E - R - S - H - I - P

- L** – Loyalty
- E** – Empathy
- A** – Accountability
- D** – Duty & Determination
- E** – Engagement
- R** – Respect
- S** – Safety & Selfless Service
- H** – Honor
- I** – Integrity & Innovation
- P** – Professionalism

ASSUMPTIONS

Assumptions are the forecasts that form the basis for our strategic plan. Collectively, these serve as the platform upon which our goals and objectives are based. These assumptions are as follows:

Assumption 1: *(These are related to factors impacting the public safety workload)*

The Town of Landis will experience an increase in the number of calls for service, and thus, increased demands for law enforcement and fire protection services.

- Our service population will continue to grow, and this will result in an increase in the number of calls for service responded to by the public safety department.
- The types of calls that we respond to will necessitate the need for our employees to be highly skilled practitioners.
- The national opioid epidemic will continue to be a significant contributor to the medical and law enforcement calls for service the public safety department responds to.
- The COVID-19 pandemic will continue to create challenges regarding the types and frequencies of calls responded to, as well as the resources available to handle them.

Assumption 2: *(These are demographic factors impacting the public safety workload.)*

The demographics of the Town of Landis will continue to change due to economic shifts that create additional demands and expectations for the public safety department. This, in turn, will increase department manpower requirements now and in the future.

- Residential and mixed-use development is forecasted to continue growing within our service area.
- As the residential population increases and development grows, it is anticipated that calls for service and service needs will continue to grow as well, resulting in a need for increased manpower and volunteerism within the law enforcement and fire services.
- The Town of Landis anticipates greater diversity among our service population.

Assumption 3: *(These factors are related to the operational philosophy of the public safety department.)*

A community-oriented model will remain the favored sociological response to crime and safety disorder within the Town of Landis.

Assumption 4: *(These factors are related to departmental changes; capital improvements and equipment needs.)*

- The Town of Landis will continue to grow and evolve, which will result in a dynamic public safety department which requires additions to personnel, technology, and infrastructure.
- Equipment will need to be replaced to promote and enhance safety; therefore, a well-conceived equipment replacement strategy will need to be implemented.

- The public safety department will expand its infrastructure and technology capabilities to address crime and safety disorder issues and identify the safety and security needs of our citizens.
- The implementation of a combined public safety department will require organizational structure changes to meet the needs of the Town of Landis and allow for efficient operations.
- The implementation of a combined public safety department will require job description position changes and new recruitment efforts to transition to an integrated public safety department.
- The implementation of a combined public safety department will require additional training and planning for the dual certification of law enforcement and fire personnel.
- The implementation of a combined public safety department will necessitate cross-training of law enforcement personnel to respond to medical emergencies and be certified in CPR, AED, basic first aid, and the use of opioid reversal agents (Narcan/Naloxone), etc.

STRATEGIC GOALS

The (5) five-year strategic goals for the Town of Landis Public Safety Department are:

- 1) Maintain a high level of professionalism through the use of accepted public safety standards and industry best practices.
- 2) Maintain and cultivate new community partnerships utilizing community-oriented strategies that identify and manage public safety issues.
- 3) Communicate effectively throughout the organization and with external partners. Expand our emphasis on recruitment, retention efforts and training in order to maintain full staffing levels, maximize employee safety and promote professional standards.
- 4) Continually improve the efficiency and effectiveness of our delivery of public safety services by adopting relevant, available, and reliable technological solutions and consolidating resources and roles into a combined public safety department.
- 5) Provide employees with opportunities for meaningful work and career development while advancing a culture of wellness for all public safety department employees.

Detailed descriptions of each goal and its objectives are found on the following pages.

GOAL 1: *Maintain a high level of professionalism through the use of accepted public safety standards and industry best practices.*

Description:

External audits and reviews will enhance transparency, professionalism, strengthen accountability, and reduce liability/exposure by adopting nationally recognized industry standards in public safety.

Ongoing acceptance and support from everyone in the public safety department will be important to obtain these standards and adopt the best practices, policies, and procedures. A commitment of support from the Town of Landis and elected officials will need to be a priority for CALEA and CPSE accreditation, if sought, as each accreditation has standards which change and adapt to national trends and needs.

Objectives:

- A. Utilizing the *North Carolina League of Municipalities* (NCLM), conduct the appropriate Law Enforcement Risk Review and Fire Risk Review audits.
- B. Within 12-months, and then yearly thereafter, update and review departmental policy and procedure manuals to ensure compliance with appropriate nationally recognized industry standards and best practices in public safety.
- C. Research the cost and feasibility for both the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Center for Public Safety Excellence (CPSE) accreditations.
- D. If supported, feasible, and financially appropriate, work toward the implementation and obtainment of CALEA and CPSE accreditations, making the Town of Landis perhaps the first duly-accredited public safety department in the State of North Carolina.

Progress Measures:

The successful completion of the Law Enforcement and Fire Risk Review assessments, as well as continued reviews of departmental policies, will ensure we are meeting required standards for continued improvement and implementation of nationally recognized industry standards in public safety.

GOAL 2: *Maintain and cultivate new community partnerships utilizing community-oriented strategies that identify and manage public safety issues.*

Description:

When each member of the public safety department works alongside the citizens we serve, we will be successful. With the support of our community, we can continue to meet the challenges before us with tenacity and strength. Success is based upon effective partnerships with the community we serve.

Objectives:

- A. Continue to support and encourage innovative problem solving with the community, focusing on long-term problem resolution and to foster trust-based relationships with community partnerships.
- B. Based on crime and safety trends, develop enduring community crime and safety prevention programs specific to the Town of Landis and its identified issues and/or needs. Possible programs include: neighborhood watches, participation in National Night Out and Fire Prevention Week, and the establishment of a dedicated community officer and fire prevention/education firefighter.
- C. Encourage more citizen involvement in problem resolution, concerning needs within the Town of Landis.
- D. Develop community-oriented opportunities and educate the public on how to better interact with the public safety department.

Progress Measures:

Assess the number of crime and safety prevention programs that are being conducted throughout the Town of Landis and determine the success rate by addressing the number of attendees, frequency of program implementation, and program evaluations.

GOAL 3: *Communicate effectively throughout the organization and with external partners. Expand our emphasis on recruitment, retention efforts and training in order to maintain full staffing levels, maximize employee safety and promote professional standards.*

Description:

Public Safety Department employees are better able to communicate effectively with one another and partner agencies when they are informed. The Town of Landis Public Safety Department is committed to effective communication throughout the organization. We are committed to continuing to expand collaboration with community organizations, law enforcement agencies, fire departments, and other public safety organizations.

Objectives:

- A. Evaluate the effectiveness of current communication processes between public safety department members and determine modifications or updates needed for continuous improvement.
- B. Establish a Public Safety Director's Advisory Board to inform employees and Town of Landis citizens about current events, bring public safety departmental needs and/or concerns to the Director for discussion and resolution, and interact with all personnel to enhance communication and dispel rumors.
- C. Institute a combined public safety department social media presence across all social media platforms to develop a formal marketing campaign to routinely highlight the positive work the public safety department accomplishes within our community and share exigent and pertinent information, critical incident information, and investigative leads and "BOLOs" with citizens and visitors.
- D. Ensure information shared between supervisors and employees is consistent, reliable and unfiltered to ensure accurate decisions are being made.
- E. Increase training opportunities to all public safety department employees.
- F. Create an internal recruitment committee to focus on the recruitment needs of the public safety department and processes needed in order to seek and support the dual certification of Public Safety Officers.
- G. Utilize exit interviews to employ effective changes.

Progress Measures:

Utilize current social media technology (e.g. Facebook, NextDoor, etc.) to better understand community needs and areas for intervention. Evaluate the number of positive stories that are shared throughout the public safety department and in the community about what our employees are doing for the Town of Landis. Determine from Advisory Board meetings with the Public Safety Director how rumors are being addressed and how many employees seem to be informed. Training can be measured by the number of employees taking advantage of these opportunities. Recruitment and retention can be measured by the number of public safety employees leaving the department for other careers or job opportunities and the number of new employees being hired.

GOAL 4: Continually improve the efficiency and effectiveness of our delivery of public safety services by adopting relevant, available, and reliable technological solutions and consolidating resources and roles to a combined public safety department.

Description:

The technology innovations that have become standard for progressive public safety departments continues to evolve at a rapid pace. It is imperative that we utilize this available technology to provide improved services to our community.

By utilizing various technological tools we can become more efficient, have more information available, and provide a higher level of service to the citizens of the Town of Landis.

Objectives:

- A. Develop a needs assessment for the public safety department, addressing current technological needs to enhance training, internal and external communication, and overall efficiency.
- B. Evaluate existing technology systems to determine what is needed to improve current departmental operations and public safety in the field; such as acquiring fingerprint scanners, UAV/UAS, mobile license plate readers, USB card readers, tablets, and more.
- C. Actively seek and apply for grant opportunities to facilitate the purchasing of new equipment and funding of new programs in order to minimize costs and ensure fiscal responsibility.
- D. Improve the use of online reporting systems and reporting retrieval systems.
- E. Provide camera systems for emergency vehicles and body-worn cameras to law enforcement officers.
- F. Create, advertise, and hire Public Safety Officers who are both law enforcement and fire service certified. Encourage current public safety department employees to obtain dual certification and allow for the required training, if desired.
- G. Create a response plan which incorporates both law enforcement and fire service dispatches to medical emergencies, as first responders, within the Town of Landis.
- H. Reduce response times for calls of service for both law enforcement and fire services.

Progress Measures:

Progress measures will include the review of the needs assessment for technology and the continual evaluation of existing technology services. Success will also be measured on the ability to hire (externally) and train (internally) members of the public safety department to obtain dual certification in law enforcement and fire services. An annual review of response times will be conducted to examine for improvements. The public safety department will review, renew, and continue grant applications as needed/required.

GOAL 5: *Provide employees with opportunities for meaningful work and career development while advancing a culture of wellness for all public safety department employees.*

Description:

The Public Safety Department believes that it is critical that the skill level of staff be fully-developed, enabling them to recognize their full potential while delivering optimum services to the community. Coupled with the nuances of a small law enforcement and fire agency, and the occurrence of promotional opportunities, it is critical that job satisfaction through training and exposure to new ideas enable all employees to be competently trained and provided with the tools to deliver these services and retain employee enthusiasm.

Objectives:

- A. Create a clear career development path for public safety department employees.
- B. Establish a succession plan that develops talent in a way that reduces the risk of no leadership or poor leadership, provides sustainability and future growth of the organization, and creates a leadership culture commensurate with values-based public safety management.
- C. Train all supervisors in mentoring skills.
- D. Offer a wide array of voluntary fitness challenge opportunities for all departmental personnel to promote health, wellness, collaboration, and camaraderie among employees.
- E. Provide suicide prevention educational materials and hotline information throughout the public safety department.
- F. Provide Employee Assistance Program (EAP) materials and hotline information throughout the public safety department for confidential use without fear of retribution or shame.

Progress Measures:

Employ the use of questionnaires for all staff members articulating individual career goals, ideas, likes and dislikes, work culture and atmosphere, to better understand the areas of interest by departmental staff. Develop and maintain relationships with organizations that will bring high-quality training to the Town of Landis, reducing tuition, lodging and transportation costs. The implementation of a career development program and its subsequent effectiveness. Host an annual staff retreat/family day for all public safety employees. Encourage both physical and mental wellbeing; provide information concerning these efforts throughout the entire public safety department.